

Piano di Formazione Nazionale - PFN 2024

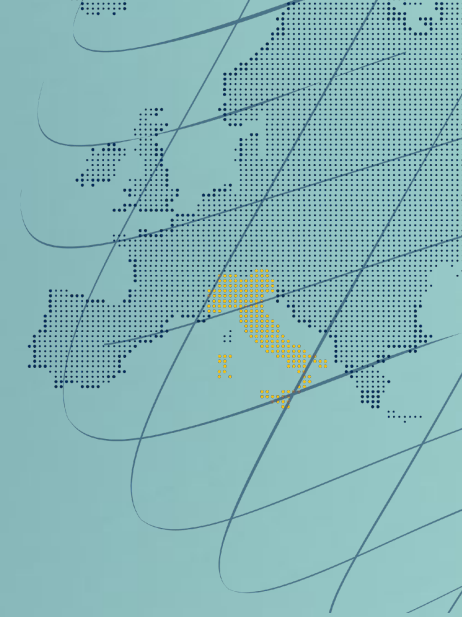
Modulo 7

“I Fondi della Cooperazione Territoriale Europea – CTE”

UF 5 La Gestione di un Progetto

UF 6 La comunicazione di Progetto

4-5-6 Novembre
Roma (RM)





UF 3 - Il public procurement: Procedure di Evidenza Pubblica e Nuovo codice degli Appalti



UF 3 – La Coprogettazione art. 55 del D.Lgs n.117/2017 (Codice Terzo Settore)



UF 4 – Call for Proposal



UF 4 – Dall’idea al Progetto



UF 4 – Budgeting



UF 5 - Il ciclo di vita di un Progetto



UF 5 – Management Tool



UF 5 – Gestione Finanziaria e Rendicontazione



UF 5 – Controlli



UF 6 – Regolamenti e Guide



UF 6 – Toolkit



UF 5 - Il ciclo di vita di un Progetto



UF 5 - Management Tool



UF 5 - Gestione Finanziaria e Rendicontazione



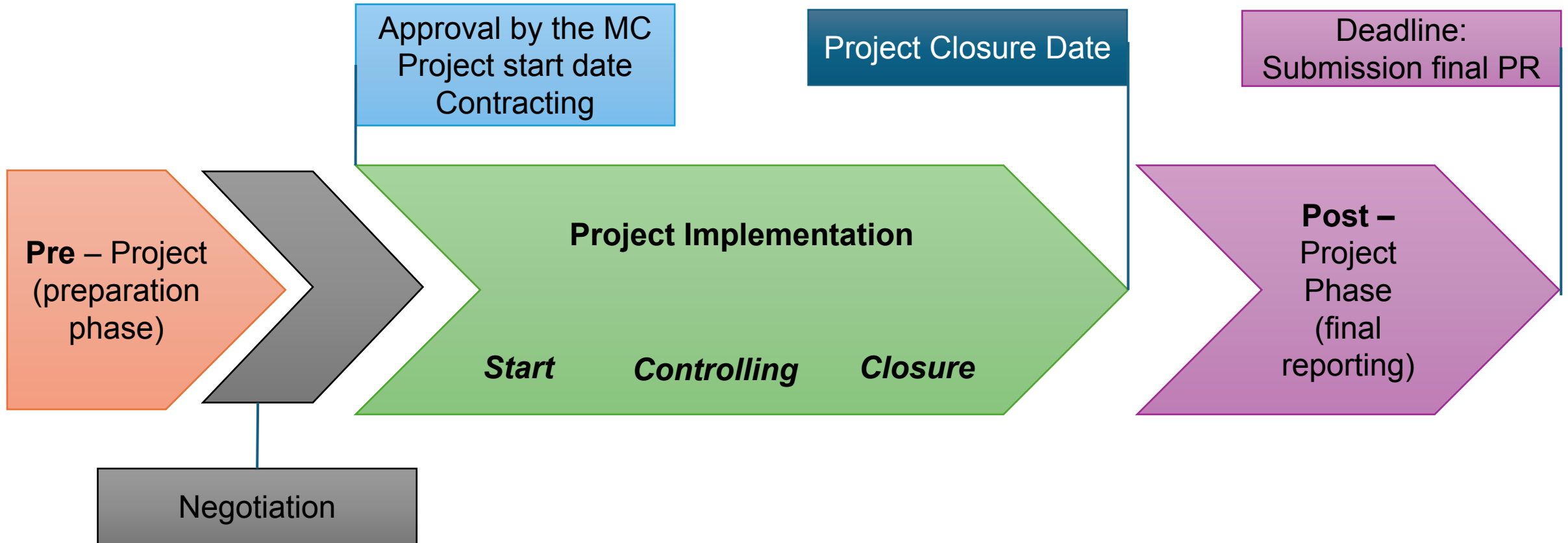
UF 5 - Controlli

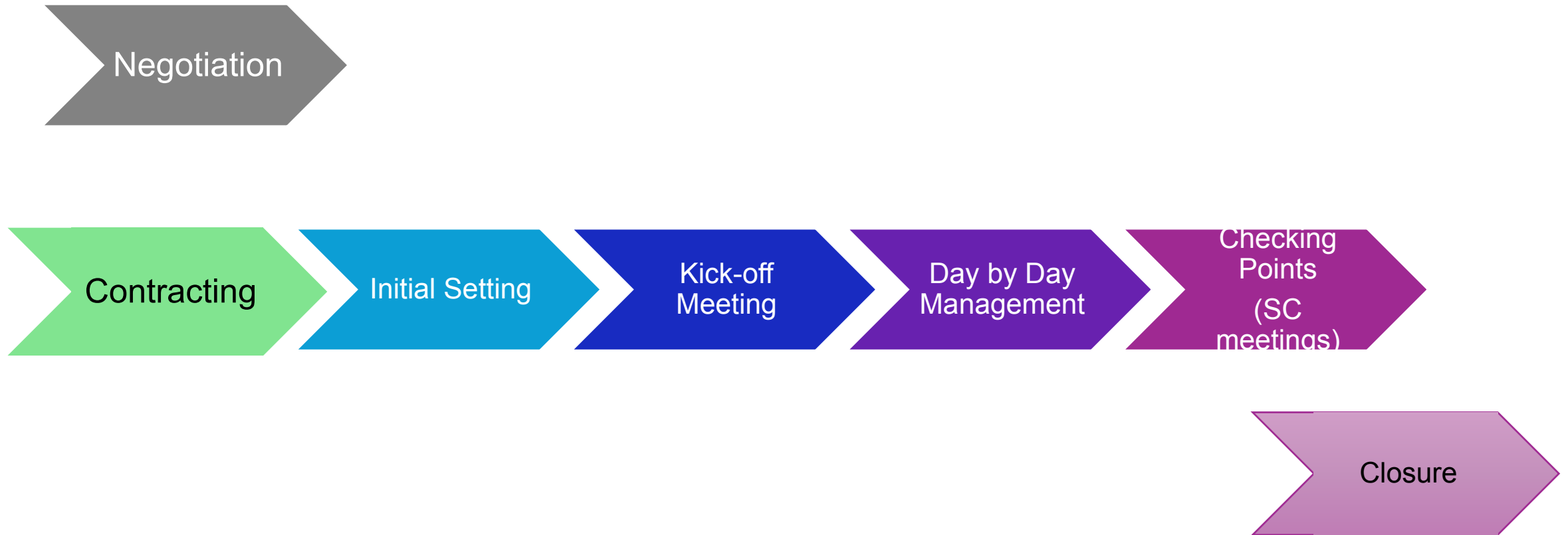


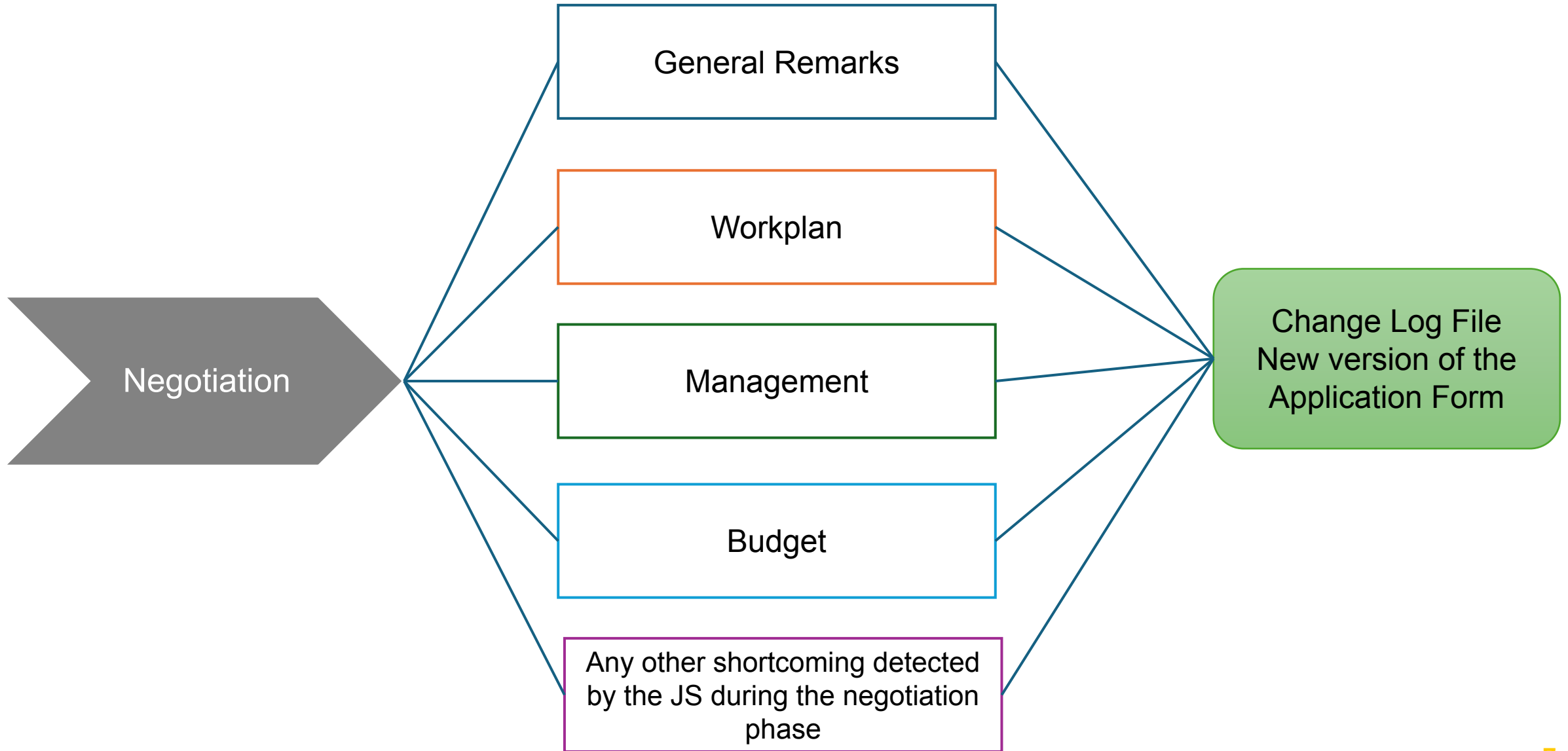
UF 6 - Regolamenti e Guide



UF 6 - Toolkit







CHANGE LOG FILE

N°	Content of condition for improvement (please write the condition in full)	Indicate where the changes related to the condition for improvement are included (specify paragraph/table/box)	Modifications and explanations	JS remarks

General Remarks

1. **Revise** the JEMS A.2 “**Project summary**” section, taking into account that it should highlight the project main objectives, tackled challenges and outputs, if necessary. Please take into consideration that this information will be published in the programme website and programme communication tools;
2. **Confirm** that expenditure for **First Level Controllers for Italian project partners, if present**, have been included;
3. **Provide** confirmation with regard to the **existence and awareness of the lead applicant legal representative** of the submission of the present project proposal, through the provision of a copy of his/her ID document and of the power of signature;
4. **Confirm, if necessary, source of co-financing** (e.g.: presence of Automatic Public contribution) within Lead Partner/ Partner declaration and in the JEMS section D.1 Project budget per co-financing source (fund) - breakdown per partner;
5. **Verify** the **full compliance of the planned output and result indicators** with Programme requirements;
6. **Revise** the LP/Partner declaration with regard the declared **legal status** and eventually the JEMS B section, **if necessary**. Information will be provided during the bilateral meetings with JS;

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2.	Confirm that expenditure for First Level Controllers for Italian project partners, if present, have been included		Confirmed	
3.	Provide confirmation with regard to the existence and awareness of the lead applicant legal representative of the submission of the present project proposal, through the provision of a copy of his/her ID document and of the power of signature		Confirmed – docs attached	
4.	Confirm, if necessary, source of co-financing (e.g.: presence of Automatic Public contribution) within Lead Partner/ Partner declaration and in the JEMS section D.1 Project budget per co-financing source (fund) - breakdown per partner		After the check done, all Partners confirmed the source of co-financing.	
6.	Revise the LP/Partner declaration with regard the declared legal status and eventually the JEMS B section, if necessary. Information will be provided during the bilateral meetings with JS	Paragraph B “project partners” Box B.1. “Project partner 2”	The denomination of P2 has been changed, from “Agency for Reconstruction - Earthquake 2012” to “Regional Agency for Reconstructions”...	

Workplan

1. Please re-consider a **possible adjustment of the Communication Strategy** with respect to missing Associated Partners for possibly include a wider approach of stakeholder engagement in the foreseen activities and possible involvement of them to potential synergies, towards attracting wider layers of the civil society towards guarantying a positive project impact and an added value in the area.
2. The project seems to build on a number of previous and existing projects in the TN area which are stated in the respective section, however **a visionary approach in terms of communicating the results during the project lifetime is definitely missing**, as someone would expect a concept, methodology or even a single tool that would go beyond the mainstream channels of relevant projects within the ETC framework. Indeed, with the exception of the ‘Open Living Labs’ the backbone of the communication channels lay on mainstream tools and methodology, lacking an attractive mixture of dissemination and information-flow, something that might move the project impact a step further in comparison to a number of other proposals in the very same field. **A reconsideration of the Project Communication Strategy with a transnational approach is recommended in this respective.**
3. As far as the Ownership/Durability-long lasting effect (**sustainability**) is concerned, it seems that the project partners (and potential beneficiaries) have committed themselves to ensure the continuity and sustainability of the project outputs and activities in financial and organizational terms and, to this end, they are willing to sign an MoU. In practice it will need further political/decision making support, on one hand, in order to maintain its dynamic and thus become a benchmark for **the TN area, as this actually would make the essential difference from relevant proposals recommending a permanent transnational body/network.**

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1	<p>Please re-consider a possible adjustment of the Communication Strategy with respect to missing Associated Partners for possibly include a wider approach of stakeholder engagement in the foreseen activities and possible involvement of them to potential synergies, towards attracting wider layers of the civil society towards guarantying a positive project impact and an added value in the area.</p>	<p>Paragraph C. Project management”</p> <p>Box “C.7.3 What will be the general approach you will follow to communicate about your project?”</p>	<p>Considering the absence of associated partners, to actively engage stakeholders, specific transnational networks in NBS field will be involved in some dissemination events and Focus Groups, facilitating mutual exchange of best practices in NBS sector.</p> <p>They may include:</p> <ul style="list-style-type: none"> • PPs from the NetworkNature project, in particular from NBS Italy Hub (Horizon 2020 Program) • Nature4Cities project members (Horizon 2020 Research & Innovation project) • Italian Climate Network, • Networks participating in Natura Network research network. <p>This approach will foster stakeholders’ engagement and their involvement to potential synergies, working toward the same objective and enhancing the impact of the Project.</p> <p>Moreover, expanding the communication approach even further, EUSAIR Action Groups will be invited to dissemination events as well.</p>	

Management

1. Please adjust the **mainstream risk management** options (“Providing a step-by-step evaluation of the interim outputs by an Advisor ensuring an internal quality system and the possibility to plan needed correct actions that can ensure high quality of the outputs” or “LP will deliver a Risk and Quality Management Plan....To do this, LP will appoint an external expert, which will monitor and control the overall Project”) which seem obsolete and blurry, with a lack of solid approach. Moreover, and having in mind the indicators achievement at the end of the day, a more concrete and well described methodology in terms of risk management should be installed and explained in order to ensure the smooth and sound management of the project, also in terms of indicator achievement at the end of the day.
2. Please provide relevant information concerning the **decision-making procedure from Steering Committee**, as far as concern management issues (how the decisions will be applied, e.g. absolute majority, unanimity, etc.)
3. As far as **the allocated tasks per partner is concerned**, a more detailed specification and explanation should be provided, also in terms of ensuring consistency between each partner role (establishment status, responsibilities, etc). An example might refer to the communication activities of the PP7, which are not in line with its budget.

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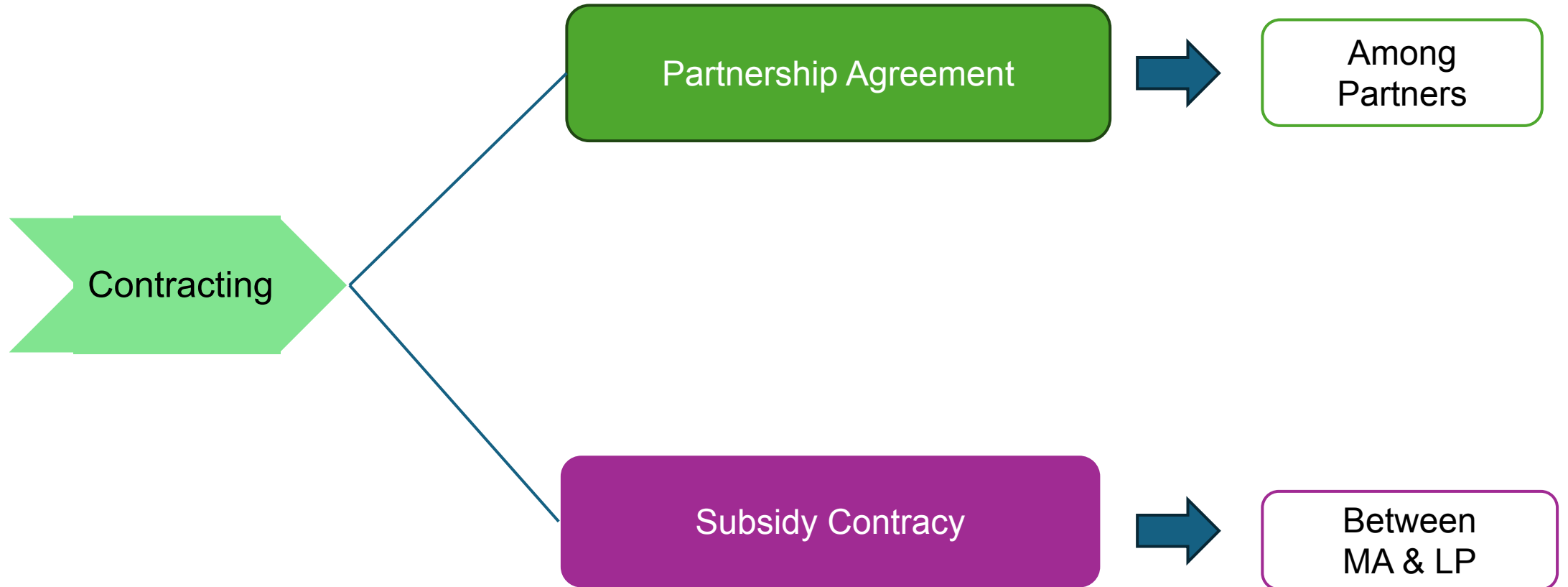
N°	Content of condition for improvement (please write the condition in full)	Indicate where the changes related to the condition for improvement are included (specify paragraph/table/box)	Modifications and explanations	JS remarks
2	Please provide relevant information concerning the decision-making procedure from Steering Committee, as far as concern management issues (how the decisions will be applied, e.g. absolute majority, unanimity, etc.)	Paragraph “C. 7 Project Management” Box “C.7.1 How will you coordinate your project?”	In order to clarify this point, within this paragraph we added some information about SC: “ARIANNA Project Partners will set up an appropriate management and monitoring structure in order to assure the best implementation of the Project, ensuring the achievement of the objectives respecting both time and budget limits. A Project Steering Committee (PSC) will be appointed, consisting of one representative for each partner and the Project Manager of LP. The PSC will have the responsibility of indicating the strategic lines of the Project and assessing intermediate and final results. PSC will be also responsible for the definition of necessary corrective actions in technical, operational, and financial terms and will participate at SC meetings. In addition, online sessions each 2 months and in person Project meetings are foreseen, to assess the results and possibly to suggest any corrective actions to be implemented. With reference to the decision-making procedures, the Steering Committee will decide if the 50%+1 of this members are present in the meetings (on-site & on-line). Its decisions will be taken preferably unanimously or by a qualified majority of 2/3 of its present members”.	

Budget

1. Please provide detailed and realistic information in the “comments” section, in budget file, for all partners in all budget lines, **linking costs with detailed information for activities and deliverables**. This analysis will give more accurate information regarding the big percentage of LP, P2, P5, P7 and P8 in “external expertise” budget line, justifying or not this high amount.
2. Regarding **the Budget/Financial Allocation**: a sole remark would concern that both Croatian partners do not present any costs in cost categories [travel and accommodation] and [external expertise and services], which are most likely included in the cost category [other costs], most likely as a more convenient solution due to national legislation specificities. Please explain.
3. According to the above-mentioned budget assessment, P3, P4 and P6 have high amount for management issues (38%, 42% and 40% respectively). To this respect, a cut in management (project and financial management) is proposed. However, the final amount would be declared after the above-mentioned information that will be provided by the partnership and concerns mainly the detailed analysis of budget section (e.g. if an additional amount regarding equipment will be declared to P4, P2, P8; the management percentage will be much lower and maybe no cut will be needed).
4. As a conclusion, taking into account the above-mentioned analysis, the proposed revised budget will follow the additional information provided by the LP. So, the proposed budget could not be changed due to lack of analytical information. That’s why, the final budget (for the moment) remains stable

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2	<p>Regarding the Budget/Financial Allocation: a sole remark would concern that both Croatian partners do not present any costs in cost categories [travel and accommodation] and [external expertise and services], which are most likely included in the cost category [other costs], most likely as a more convenient solution due to national legislation specificities. Please explain.</p>		<p>P3 “University of Applied Sciences Velika Gorica” does not present any costs in cost categories [travel and accommodation] and [external expertise and services], which are most likely included in the cost category [other costs]. After an analysis regarding the budget needed to perform project activities, P3 selected this option to simplify the administrative procedures related to project implementation.</p> <p>P4 proposes a budget change that foresees a sensitive amount in equipment budget line.</p>	



Partnership Agreement

- 1. Legal Framework**
- 2. Definitions**
- 3. Specific conditions for some Partners (if applicable)**
- 4. Subject of the Partnership Agreement**
- 5. Duration of the partnership agreement**
- 6. Object of use and eligibility of expenditure**
- 7. Activities of Project Participants in the project**
- 8. Obligations and responsibilities of the Lead Partner**
- 9. Obligations of the Project Partners**
- 10. Project steering committee**
- 11. Reporting obligations of the Project Partners**
- 12. Verification of expenditure**
- 13. Modifications, withdrawal from obligations**
- 14. Information and communication, publicity and branding**
- 15. Cooperation with third parties, assignment, legal succession**
- 16. Liability**
- 17. Financial controls and audits**
- 18. Irregularities, withdrawal and recovery of unduly paid Interreg funds**
- 19. Conflict of interests**
- 20. Decommitment of project budget**
- 21. Advance payment**
- 22. Durability of operation, ownership, use of outputs and contribution to the achievement of programme results**
- 23. Confidentiality**
- 24. Working language**
- 25. Duration and right of termination**
- 26. Force majeure**
- 27. Applicable law**
- 28. Final provisions**

Subsidy Contracy

- 1. Legal Framework and contractual basis**
- 2. Award of subsidy and general conditions**
- 3. Duration of the project and of the contract**
- 4. Object of use and eligibility of expenditure**
- 5. Reporting obligations and payment**
- 6. Verification of expenditure**
- 7. Project coordination and finance management**
- 8. Information and communication, publicity and intellectual property rights**
- 9. Representation of project partners, lead partner liability and third parties**
- 10. Modifications to the project and amendments of the Subsidy Contract**
- 11. Assignment and legal succession**
- 12. Financial controls and audits**
- 13. Withdrawal or recovery of unduly paid Interreg funds**
- 14. Decommitment of project budget**
- 15. Durability of operation, ownership, use of outputs and contribution to programme results**
- 16. Termination and repayment**
- 17. Advance payment**
- 18. Working language**
- 19. Force majeure**
- 20. Complaints and litigation**
- 21. Final provisions**

Initial Setting

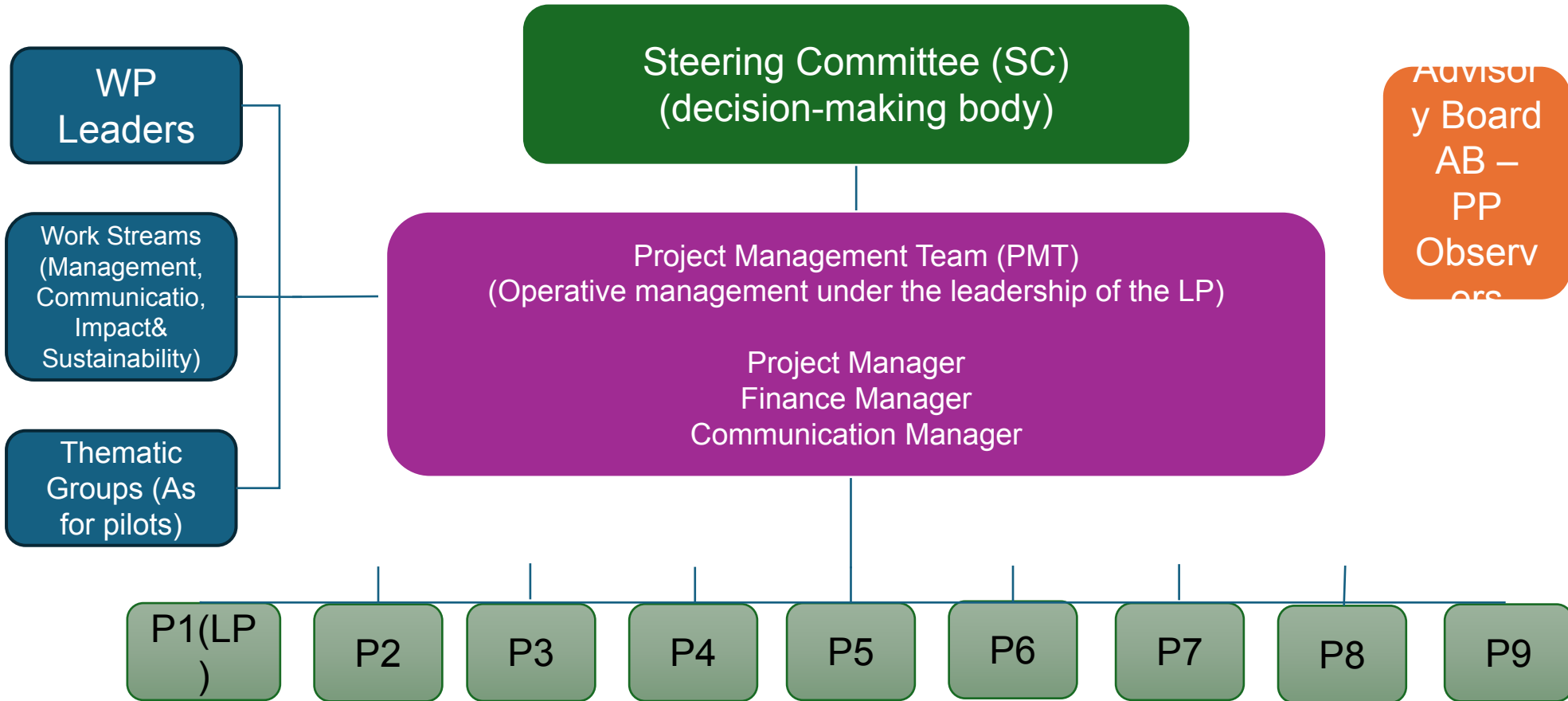
INTERNAL LEVEL

1. CUP
2. Apertura dei Capitoli di Bilancio □ Comunicazione con la Ragioneria
3. Nomina Responsabile Unico di Progetto (RUP)
4. Nomina del Gruppo di Lavoro
5. FLC
6. Executive Plan

PARTNERSHIP LEVEL

1. Project Management Team (PMT)
2. Steering Committee (SC)
3. Project RoadMap

What else?



Project Steering Committee (PSC)
(decision-making body)

Caratteristiche Principali:

- Ogni Partner nomina un membro del Project Steering Committee
- Il PSC si incontra ogni 6 mesi + meeting ad hoc in caso di necessità
- Organo di Decisione e Valutazione

Project Management Team (PMT)
(Operative management under the
leadership of the LP)

Project Manager
Finance Manager
Communication Manager

Caratteristiche Principali:

- Ogni Partner nomina un membro del PMT team
- PMT si incontra ogni mese + meeting ad hoc in caso di necessità
- Organo di Gestione Operativa

Project Steering Committee (PSC)

The PSC adopts the following rules of procedure:

Rule 1 – Definition

Rule 2 – Composition

Rule 3 – Tasks

Rule 4– Chairpersonship and meetings

Rule 5 – Agenda and accompanying documents

Rule 6 – Decision making

Rule 7 – Minutes

Rule 8 – Written consultation

Rule 9 – Communication within the PSC

Rule 10 – Working groups

Rule 11 – Impartiality

Rule 12 - Working language

Rule 13 – Expenditures

Rule 14 – Adoption and revision

Project Steering Committee (PSC)

Rule 1 – Definition

- The PSC is the Project authority which shall ensure the quality and the effectiveness of the implementation of the Project together with the LP in accordance with the provisions of the Programme 's Regulation and the following rules of procedure.

Rule 2 - Composition

- The PSC is composed of a balanced representation of participating Project Partners. The PSC is formed by one representative of each Partner, and it will be coordinated by the Representative of the Lead Beneficiary. Each representative has 1 vote. The Lead Beneficiary's Project Manager will participate as advisor to the SCMs.
- The members of the PSC representing the Project Partners shall be appointed in written by the represented institution/organization addressed to the LP. The Project Partners have the right to substitute their representatives both by appointment of deputies or by sending substitutes to the meeting, informing the Chairman of the meeting not later than three calendar days before the meeting.
- Representatives of the Operative Programme – OP - (Joint Monitoring Committee, Managing Authority and Joint Secretariat) shall participate in the PSC in an advisory capacity. Also and where necessary, representatives of the First Level Control Officers and of the Audit Authority shall participate in the meetings of the PSC in an advisory capacity too.
- Representatives of the associated institution/organisation to the Project may also participate, whenever appropriate, as observers in accordance with the Project foreseen objectives, results and activities.
- Representatives of the Project Partners technical assistance expertise shall participate with a supporting function.
- The composition of the PSC can be changed by the PSC itself.

Project Steering Committee (PSC)

Rule 3 – Tasks

The PSC shall satisfy itself as to the effectiveness and quality of the implementation of the Project, in accordance with the following provisions:

1. it shall consider any relevant problem incurred during the implementation of the Project and take decisions on how to solve these problems;
2. it shall consider and approve the activities project changes proposed by the Project Partners during the Project implementation period;
3. it shall periodically review progress made towards achieving the specific targets of the Project on the basis of documents submitted by the LP or by the Project Work package responsible Partner;
4. it shall examine the results of implementation, particularly achievement of the targets set for each Work Package and the overall Project indicators fixed by the Programme for the Priority Axis 2, Specific Objective 2.1;
5. it shall consider and approve the Project Reports on Project implementation;
6. it shall be informed of any relevant comments made by the Programme Management Authority and/or by the Joint Secretariat after examining the reports referred in the abovementioned bullet point;
7. it will decide and approve its rules of procedure, which will detail: the chairman, the composition, the tasks and the meetings schedule;
8. it may propose any revision or examination of the Project likely to make possible the attainment of the objectives referred to in the Project Application Form or to improve its management, including its financial management;
9. it shall consider and approve any proposal to amend the content of the Project Application Form;
10. it can set up working groups or subcommittees and, in case, it shall approve the terms of reference, as well as the working plan and products of those groups or subcommittees;
11. it approves the information and communication plan presented by the Project Partner responsible;
12. it approves the Project quality plan and the procedures and templates for the Project communication and monitoring activities;
13. it adopts the documents prepared by the Project Partners in compliance with the foreseen Project activities;
14. it approves major changes requested for the implementation of the Project by each Project Partner.

Project Steering Committee (PSC)

Rule 4 – Chairpersonship and meetings

The Project Steering Committee will be chaired by a representative of the Lead Partner, and co- chaired by the representative of the Project Partner hosting the meeting.

The PSC Chairperson shall:

- convene the PSC at least twice a year, or at the initiative of the Programme Managing Authority or of the one or more of the Project Partners, on a written and substantial request;
- draw up the agenda of the meeting;
- be responsible of the proper functioning of the PSC and perform PSC Chair duties, e.g. declare the opening and closing of each meeting, direct the discussion, accord the right to speak, announce the decisions and summarize them at the end of the meeting, rule on points of order.

If the agenda makes it necessary the Chairperson of the PSC can invite, in an advisory capacity, other representatives of the Programme Authorities or of other relevant institutions, or experts. In case, the list of persons invited to the specific PSC meeting shall be communicated by the LP to the members of the PSC before the meeting itself.

The meetings will take place at the seat of the Project Partner on the base of a requests and under a rotation criterion. In special case due to substantial motivation the meeting may take place in other venue (also outside cooperation area) indicated by the Chairperson when convening the meeting.

The PSC is considered regularly convened and decisions can be taken if the absolute majority of project beneficiaries (quorum), including the LP, are represented.

Decisions will be taken by the absolute majority of the members, either directly present or represented by a deputy.

Project Steering Committee (PSC)

Rule 5 – Agenda and accompanying documents

- The technical experts, on behalf of the Chairperson will convene the members of the PSC at least 20 calendar days before the date of the meeting, with a written communication, indicating the day, place and hour of the meeting and a draft agenda.
- Any request to put an item on the agenda on which a decision is necessary must be communicated by the members of the PSC to the Chairperson not later than 10 calendar days before the meeting. If there is evidence of urgency the members can propose to add other items to the agenda at the meeting itself.
- If a request to change the draft agenda is made, the technical experts on behalf of the Chairperson communicates the definitive agenda to the members of the PSC before the scheduled meeting.
- The technical experts on behalf of the Chairperson circulates the documents referring to items on the agenda to the members of the PSC at least 5 calendar days before the meeting, in urgent cases at least 2 calendar days before the meeting.

Rule 6 – Decision making

- Decision making in the PSC will be by consensus among the Project Partners delegations present at the meeting (one vote per Project Partner). [Votes cannot be delegated to other Project Partners.](#)
- In case of opposition by one or more delegations, that must be well motivated, the decision on the discussed matter, eventually modified (if necessary), shall be submitted again for approval **by qualified majority voting system (decision is approved with the votes of at least 2/3 of the Project Partners delegations present), otherwise the proposal will be rejected.**
- If the LP has any reservation concerning efficiency and/or correctness of management, in compliance with Community policies, will stop the decision on the concerned matter. The decision will be suspended until the concerned matter is fully clarified with the Programme Managing Authority or in case the irregularities are removed, otherwise in case the issue cannot be clarified, it can be asked a new decision.

Project Steering Committee (PSC)

Rule 7 – Minutes

- At the end of the meeting a synthesis of the decisions taken is prepared by the hosting Project Partner.
- On behalf of the Chairperson the technical assistance experts shall send the minutes of the meeting, drafted in consultation with the Chairperson, to the members of the PSC for comments not later than 10 calendar days after the meeting. If no written objections are raised within 10 calendar days after the minutes were received, they are considered to be approved. If written objections are raised, the Chairperson, supported by the experts, shall revise the minutes accordingly and send it to the members of the PSC. The final version is approved by the members of the PSC in the following meeting of the PSC.
- A copy of the minute (final version) of the PSC will be communicated to the Programme Joint Technical Secretariat.

Rule 8 – Written consultation

- The LP can initiate a written decision-making process. In this case the representative of the LP shall send the draft decision to the members entitled to vote and shall fix a deadline, giving the addressees at least 5 calendar days time for reply.
- The written positions of the PSC members shall be clearly formulated, whether it expresses an objection, acceptance under detailed conditions or without conditions.
- If an objection to the procedure or to the draft decision is raised, the LP can make a new proposition and if this is not accepted, a PSC meeting can be proposed or the question can be included in the agenda of the next PSC meeting. An objection can be withdrawn at any time.
- If no objection to the procedure or to the draft decision has been received by the specified time the decision is deemed to be taken by the PSC.
- In any case, after the time limit has expired, the Lead Partner shall immediately inform all members of PSC on whether the decision is deemed to be taken or what objections have been raised.
- Written procedures cannot be launched in August, nor during main national holidays.

Project Steering Committee (PSC)

Rule 9 – Communication within the PSC

- Communication among the members of the PSC shall generally be done by e-mail. Any document which shall be sent to the members of the PSC or the LP must be transmitted by e-mail.
- All members of the PSC shall update the LP about their e-mail and their eventual changes.

Rule 10 – Working groups

- The PSC can set up working groups, in order to develop in details specific issues of the Project. The PSC has to define the composition and tasks of these working groups and their internal working method. The LP is responsible of inviting the eventual working groups and establishing the agenda of the meeting.

Rule 11 – Impartiality

- With regard to the tasks of the PSC laid down in Rule 3 it shall be ensured that any assessment and/or decision of the PSC will be free from bias and must not be influenced by personal interest of any of the individual members of the PSC. In case of personal interests, the respective member of the PSC has to inform the PSC Chairperson at the beginning of the meeting. The particular representative will be excluded from the decision making on the item concerned.

Project Steering Committee (PSC)

Rule 12 – Working Language

- Working language of the PSC shall be English. This rule also applies for the official documents of the PSC.

Rule 13 – Expenditures

- All expenditure incurred to organize and participate at the PSC meetings will be covered by the Project budget resources.

Rule 14 - Adoption and revision

- These rules are adopted by unanimous decision by the PSC members.
- After their adoption, the Rules of Procedure of the PSC may be amended by consensus, with the same procedure followed for their adoption.

Kick-off Meeting



1. Online o Onsite?
2. Quando?
3. Durata
4. Partecipanti
5. Agenda
6. Infopack per partecipanti
7. Costituzione dello Steering Committee



UF 5 - Il ciclo di vita di un Progetto



UF 5 – Management Tools



UF 5 – Gestione Finanziaria e Rendicontazione



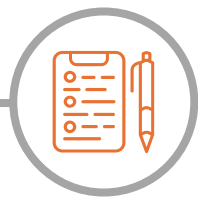
UF 5 – Controlli



UF 6 – Regolamenti e Guide



UF 6 – Toolkit



STARTUP

PIANIFICAZIONE

IMPLEMENTAZIONE

MONITORAGGIO

CHIUSURA

Gestione
Tecnica

RoadMap
(Piano Operativo)

Work Breakdown Structure
Milestone Plan

Meeting
Aggiornamento RoadMap
Gestione fornitori, team
interno, stakeholder

GAP Analisi
Redazione dei Documenti e
Report Progettuali

Supporto alla redazione dei report
conclusivi e raccolta deliverable

Gestione
Economico
Finanziaria

Analisi del Budget di
Progetto

Documento di Pianificazione
della Spesa

Pagamenti
Rendicontazione

Valutazione Performances
Economico/Finanziarie
Budget Change
Gestione Piattaforma

Analisi residui e certificazione
finale

Verifica "revenue" e
"sustainability"

Gestione
Amministrativa

1. Set-up del Cloud

Procurement Plan

Documentazione
amministrativa per le gare,
procedure di evidenza
pubblica, gestione staff,
contratti

Supporto ai processi di
certificazione, Suporto Unità di
Controllo
audit di 2° livello e superiori

Supporto alla
Ragioneria/Bilancio per la
chiusura del Capitolo di
Bilancio del Progetto

Richiesta quota nazionale

	Pianificazione	Monitoraggio	Coordinamento	Reporting
Tecnica	<ul style="list-style-type: none"> WBS Management Plan Risk Management Plan 	<ul style="list-style-type: none"> Quality Monitoring Evaluation Strategy Contingency Plan 	<ul style="list-style-type: none"> Cloud e SW management Tool Periodical Meeting SC Meeting 	<ul style="list-style-type: none"> Technical Reporting (JEMS) Report trimestrali Deliverables Valutazione d'impatto
Finanziaria	<ul style="list-style-type: none"> Piano Finanziario Procurement Plan Metrics 	<ul style="list-style-type: none"> Avanzamento Spesa Avanzamento Impegni Avanzamento Certificazioni 	<ul style="list-style-type: none"> Cloud e SW management Tool Periodical Meeting SC Meeting 	<ul style="list-style-type: none"> Financial Reporting (JEMS) Report Trimestrali Metrics/KPI Trasferimento quote rimborso
Comunic	<ul style="list-style-type: none"> Guidelines/Checklist 	<ul style="list-style-type: none"> Periodical Meetings CM 	<ul style="list-style-type: none"> SC Meeting 	<ul style="list-style-type: none"> Communication Effectiveness (Valutazione Impatto)
JS/MA			<ul style="list-style-type: none"> Coordination Meeting Predisposizione doc gestionale e tecnica Budget/Project changes requests 	<ul style="list-style-type: none"> Mid Term Review Final Review Project Closure

	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	After End
WP1 HACK-IT-NET: Focus on Design, Develop & ...	[Orange bar]						
A1.1 Co-Create Capacity Building, Multi ...	[Orange bar]	D1.1.1 D1.1.2					
A1.2 Solution Mapping of Research, Innov...	[Orange bar]		D1.2.1				
A1.3 HACK-IT NETWORK Operating Model: es...	[Orange bar]		D1.3.1				
O1 3.1.3		O1.1	O1.2				
WP2 HACK-IT-NET: Focus on Pilot, Test & Tran...		[Dark Blue bar]					
A2.1 3 Transnational Transfer Unit Servi...		[Dark Blue bar]	D2.1.1 D2.1.2				
A2.2 Operationalization of Transnational...		[Dark Blue bar]		D2.2.1 D2.2.2 D2.2.3			
A2.3 Network Exploitation & Uptake Commu...		[Dark Blue bar]		D2.3.1			
O1 3.1.1				O2.1			
WP3 HACK-IT-NET: Focus on Policy & Solution ...				[Green bar]			
A3.1 Solution Exploitation Planning for ...				[Green bar]		D3.1.1	
A3.2 Upscaling results to enhance Health...				[Green bar]		D3.2.1 D3.2.2	
A3.3 Network Exploitation & Uptake Commu...				[Green bar]		D3.3.1 D3.3.2	
O1 3.1.2						O3.1	
O1 3.1.3						O3.2	
Result Indicator							
RI 3.1						R1	

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Analisi del Budget e Pianificazione della Spesa

		BGT 02/23							EXTERNAL EXPERTISE						
		STAFF	OVERHEADS	TRAVEL	EXTERNAL	EQUIPMENT	INFRASTRUCTURE	TOT							
WP 1		€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -
Action 1.1								€ -							
Action 1.2								€ -							
Action 1.3								€ -							
Action 1.4								€ -							
Action 1.5								€ -							
WP 2		€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -
Action 2.1								€ -							
Action 2.2								€ -							
Action 2.3								€ -							
Action 2.4								€ -							
Action 2.5								€ -							
WP 3		€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -
Action 3.1								€ -							
Action 3.2								€ -							
Action 3.3								€ -							
Action 3.4								€ -							
Action 3.5								€ -							
WP 4		€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -
Action 4.1								€ -							
Action 4.2								€ -							
Action 4.3								€ -							
Action 4.4								€ -							

Project	
Project Partner	
Project Code	

3° month	4° - 6° month		
	Activities		
	deliverables	activities description in the period	achievement
kick off meeting			

Milestones

1° year

PP	Approved Budget	Paid out Forecast				Total	PP	Approved Budget	verified expenditure		Total
	Application Form	I Trimester	II Trimester	III Trimester	IV Trimester	Application Form		I Semester 202x	II Semester 202x		
Staff						- €	Staff	- €			- €
Office and administration						- €	Office and administration	- €			- €
Travel and accomodation						- €	Travel and accomodation	- €			- €
External Expertise & Services						- €	External Expertise & Services	- €			- €
Equipment						- €	Equipment	- €			- €
Infrastructure and works						- €	Infrastructure and works	- €			- €
Total	- €	- €	- €	- €	- €	- €	Total	- €	- €	- €	- €
As a % of PPs' budget		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	As a % of PPs' budget		#DIV/0!	#DIV/0!	#DIV/0!

Procurement Plan

Project Title													
Project Acronym		* (select from the available drop down list)											
Beneficiary No and Name													
Country*													
Priority Axis*													
Specific Objective*													
Legal Status*													
VAT Status*		Remaining amount											
Partner Budget		0,00 €											
Procurements Costs		0,00											
1. External Expertise and Services		0,00 €											
2. Equipment		0,00 €											
3. Infrastructures and works		0,00 €											
Procurement procedure information													
nr.	WP No. (Application Form)	Deliverable Title (copy and paste from Application Form)	Deliverable No. (copy and paste from Application Form)	Procurement title (i.e Short description of the object of the contract)	Budget Line*	Type of Procurement Procedure (i.e EU tender, Open Procedure , Direct Treaty etc)	Type of Contract*	Amount (excluding VAT)	Amount (including VAT)	Total Amount Procured (Mention the total Amount of the tender if it includes more than one Deliverables and /or budget lines) (If VAT is not eligible put total amount without VAT)	Estimated starting date of the Tender (mm/yy)	Estimated date of signing the contract (mm/yy)	Contract Duration

Budget Change

Cost Shifts from					Cost Shifts to (add additional lines if you need)					
Budget Line	Deliv.	Original Amount	New Amount	Difference	Budget Line	Deliv.	Original Amount	New Amount	Difference	Amount of budget change/shift
Staff				- €	Staff				- €	- €
Office&Administration				- €	Office&Administration				- €	
Travel and Accomodation				- €	Travel and Accomodation				- €	
External Expertise				- €	External Expertise				- €	
Equipment				- €	Equipment				- €	
Infrastructure and Works				- €	Infrastructure and Works				- €	
Justification of the budget shift/change:										



UF 5 - Il ciclo di vita di un Progetto



UF 5 - Management Tool



UF 5 - Gestione Finanziaria e Rendicontazione



UF 5 - Controlli



UF 6 - Regolamenti e Guide



UF 6 - Toolkit

Eleggibilità delle spese – Regole Generali (1)

- La spesa è stata sostenuta nel **periodo ammissibile** relativo alla durata del progetto (ad eccezione dei costi di preparazione e di chiusura del progetto)
- Si riferisce a costi sostenuti per l'attuazione del progetto e in conformità con l'AF **approvato**.
- è **essenziale** per l'attuazione del progetto e non verrebbe sostenuto se il progetto non venisse realizzato;
- si riferisce a un prodotto o servizio previsto nella proposta di progetto approvata, che è stato realizzato e soddisfa i requisiti di pubblicità e informazione;
- è **sostenuta direttamente dal beneficiario** ed è supportata da documenti contabili che giustificano le spese/pagamenti sostenuti (fatture, buste paga...), ad eccezione dei costi calcolati come tassi forfettari e somme forfettarie;

Eleggibilità delle spese – Regole Generali (2)

- si riferisce a un'attività che non ha beneficiato del sostegno finanziario di un'altra fonte pubblica (**nessun doppio finanziamento**);
- rispetta il principio della **sana gestione finanziaria** (efficienza, efficacia ed economia);
- è conforme, se richiesto, alle **norme sugli appalti pubblici** applicabili nel rispettivo Stato partner;
- è registrato nella contabilità del beneficiario attraverso un **sistema di contabilità separata** o un sistema di contabilità separato o un codice di contabilità adeguato istituito specificamente per il progetto;
- non è in contrasto con le norme specifiche del Programma;
- è stato **convalidato da un controllore nazionale autorizzato**.

Spese non eleggibili

- Multe, sanzioni finanziarie e spese relative a controversie legali e contenziosi.
- Costi dei regali.
- Costi legati alla fluttuazione dei tassi di cambio e oneri per le transazioni finanziarie nazionali.
- Operazioni finanziarie nazionali.
- Contributi in natura.
- Interessi su debiti e acquisto di terreni.
- Attrezzature di seconda mano (a meno che non soddisfino le condizioni descritte nel paragrafo *Costi delle attrezzature*).
- Spese o subappalti tra beneficiari dello stesso progetto.
- Spese di progetto suddivise tra i PP (cioè condivisione di “costi comuni”).
- Il costo del taxi non è rimborsato a meno che non sia l'unico o il più conveniente mezzo di trasporto (o in altri casi debitamente giustificati).
- I costi per la creazione di un sito web del progetto, a meno che non sia espressamente indicato nell'AF approvato.
- Investimenti, infrastrutture e opere pesanti.
- Orchestre e spettacoli, a meno che non siano contemplate nell'Application Form

Principi generali e TIPS

- Le regole di ammissibilità sono valide sia per i costi reali che per i costi semplificati.
- Tutte le spese sostenute nell'ambito di un'opzione di costo semplificata devono rispettare le regole di ammissibilità e i principi di sana gestione finanziaria.
- Se si utilizza l'opzione **forfettaria per i costi del personale**, ricordarsi di **dimostrare per ogni periodo che almeno una persona lavora per il progetto come personale**.
- Se si utilizza l'opzione **forfettaria per le spese di viaggio e di soggiorno**, ricordarsi di **dimostrare che il personale del partner ha effettuato almeno un viaggio nel corso del progetto**.
- Pianificare in anticipo le procedure di approvvigionamento. Ricordate che possono durare più del previsto. Il capofila deve verificare il rispetto del calendario previsto.
- **Revisione a medio termine**: avrà luogo alla fine della prima metà del periodo di vita del progetto. **Il progetto deve spendere almeno l'80% della spesa prevista per i periodi interessati**; in caso contrario, è possibile una riduzione del budget del progetto.

Annullamento delle spese

Per evitare il «doppio finanziamento» le spese devono essere annullate con un timbro che contenga le seguenti informazioni:

- *«la spesa è stata co-finanziata dal Programma INTERREG
XXX»*
- *Numero e acronimo del progetto*
- *Data del pagamento*
- *Nel caso in cui il documento di spesa inclusa diversi «item», la
quota parte attribuibile al progetto*

Nel caso in cui le fatture (o gli altri documenti di spesa aventi valore probante) siano disponibili solo in formato elettronico, le stesse informazioni devono essere include nel corpo della fattura (ad eccezione della data di pagamento).



Tutti i documenti di spesa
devono riportare il
CUP

Staff Costs

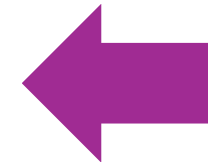
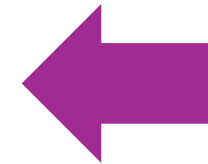
Eligible expenditures under this cost category are limited to:

- **Payment of staff** involved in activities (salary) which the body involved would not carry out if the project concerned was not undertaken, established in an employment document (employment contract or appointment decision) or by law relating to responsibilities specified in the job description of the staff member concerned.
- The following refers to Italian partners only: **Payments of natural persons other than staff** working for the beneficiary under a contract other than an employment/work contract. Such a contract may be similar to salary payments and such costs are eligible under staff costs only when the following conditions are met:
 - The person works under the beneficiary's instructions and, unless otherwise agreed with the beneficiary, on the beneficiary's premises.
 - The result of the work carried out belongs to the beneficiary.
 - The costs are not significantly different from those for personnel performing similar tasks under an employment contract with the beneficiary.
 - The conditions under which a natural person can work under such a contract must be clarified by the LP/PPs to their controllers through the provision of relevant information with regard to the national law and their institutional regulations in force (IPA ADRION does not provide a generally applicable definition of the term as national regulations regarding this issue might be different from country to country).

Agenzie Interinali
 External
Expertise e non
STAFF

Staff Costs

- Costs directly linked to salary payments incurred and paid by the employer (such as employment taxes and social security including pensions) as covered by Regulation (EC) No 883/2004 provided that they are:
 - Established in an employment document or by law in accordance with the legislation referred to in the employment document and with standard practices in the participating country and/or organisation where the individual staff member is working. These costs, generally paid at a later time with respect to payments to staff, can be charged together with the actual payment incurred to staff as an exemption to the general rule, according to which eligible costs refer to those paid by the beneficiary.
 - Not recoverable by the employer.
- Taxable benefits are only eligible if envisaged in the signed contract, comply with national or internal regulations and they are consistent with the employment policy of the beneficiary organisation (special regulations applicable only to the project granted are not allowed). They must be directly linked to the salary payments and appear on the payslip.
- Unjustified special salary increases or bonuses related to the project are not eligible.
- Where envisaged by the employment document, overtime is eligible provided it is in compliance with national law and the standard practice of the beneficiary. Overtime of an employee working part-time on the project can only be eligible if transparently and proportionally allocated to the project.
- In the case of contractual changes for staff working on the project, the method for calculating staff costs may also be adapted to the changed conditions (see below).



Staff Costs

Staff costs must be calculated individually for each staff member assigned to the project. They can be cumulatively reported if previously authorized by the respective controller before the submission of the partner report in JEMS.

The methods for calculating the eligible staff cost, as envisaged in art. 39 of Regulation No 1059/2021, are the following:

1. **Full time:** an employee devotes 100% of their working time to the project. The full-time assignment to the project must be included in the employment/work contract or in a specific statement/order issued by the LP/PP. No registration of the working time (e.g. time sheets) is required. In such case the **total gross employment cost is eligible.**

Staff costs=total gross employment cost

2. **Part-time with a fixed percentage of time worked per month:** an employee devotes a fixed percentage of his/her working time to the project. This percentage is set out in a document issued by the LP/PP at the beginning of the project, and/or in the original employment/work contract. No registration of the working time (e.g. time sheets) is required. In such case the **fixed percentage of the gross employment cost is eligible.**

Staff costs=fixed percentage of the gross employment cost

Staff Costs

Part-time with a flexible number of hours worked per month: an employee that dedicates a flexible percentage of their working time to the project. For the purposes of determining direct staff costs, an hourly rate may be calculated in one of the following ways:

(a) By dividing the latest documented annual gross employment costs by 1,720 hours for persons working full time, or by a corresponding pro-rata calculation of the 1,720 hours for persons working part-time.

Hourly rate = annual gross employment cost/1,720 hours

(b) By dividing the latest documented monthly gross employment costs by the average monthly working time of the person concerned in accordance with applicable national rules referred to in the employment or work contract or an appointment decision (both referred to as the employment document).

The eligible staff cost is found by multiplying the hourly rate by the number of hours actually worked on the project for each person concerned as documented in the working time registration system (e.g. time sheets), covering 100% of the actual working time of the person in question.

Staff Costs – Audit Trail

Full time

- Employment/work contract or an appointed decision/contract considered as an employment document.
- Job description providing information on responsibilities related to the project.
- Periodic staff report⁷ with a summary description of the tasks carried out and the outputs achieved by the employee in the project reporting period.
- Payslips or other documents of equivalent probative value.
- Proof of payment of salaries and employer's contribution.
- No documentation of the hours worked is required.

Staff Costs – Audit Trail

Part-time assignment with a fixed time

- Employment/work contract or an appointed decision/contract considered as an employment document.
- Document setting out the percentage of time to be worked on the project per month (if not specified in the contract).
- Monthly calculation for each reporting period.
- Periodic staff report ⁸with a summary description of the tasks performed and the outputs achieved by the employee in the project reporting period, signed both by the employee and their supervisor.
- Job description providing information on the responsibilities related to the project.
- Payslips or other documents of equivalent probative value.
- Proof of payment of salaries and employer's contribution.
- No documentation of the hours worked is required.

Staff Costs – Audit Trail

Part-time assignment with a flexible number of hours worked per month

An employee dedicated to the project by a flexible percentage of his/her working time. For the purposes of determining direct staff costs, an hourly rate may be calculated in one of the following ways:

- (a) by dividing the latest documented annual gross employment costs by 1720 hours for persons working full time, or by a corresponding pro-rata of 1720 hours, for persons working part-time;⁹
- (b) by dividing the latest documented monthly gross employment costs by the average monthly working time of the person concerned in accordance with applicable national rules referred to in the employment or work contract or an appointment decision (both referred to as the employment document).

When applying the hourly rate calculated, the total number of hours declared per person for a given year or month shall not exceed the number of hours used for the calculation of that hourly rate. Where annual gross employment costs are not available, they may be derived from the available documented gross employment costs or from the employment document, duly adjusted for a 12-month period.

Eligible staff cost shall result by multiplying the hourly rate by the number of hours actually worked on the project by each concerned staff, as resulting from the working time registration system (e.g., time sheets) covering 100% of the actual working time of the individual concerned.

Type of assignment	Eligible costs	Time sheets	Documentation required
Full time	100% of the gross employment costs	NO	<ul style="list-style-type: none"> • Employment/work contract or an appointed decision/contract considered as an employment document and/or official assignment to the project. • Job description providing information on the tasks related to the project. • Periodic staff report with a summary description of the tasks performed and the outputs achieved by the employee in the project reporting period. • Payslips or other documents of equivalent probative value. • Proof of payment of salaries and employer's contribution.
Part-time with a fixed percentage of time worked per month	The fixed percentage of the gross employment per month	NO	<ul style="list-style-type: none"> • Employment/work contract or an appointed decision/contract considered as an employment document and/or official assignment to the project official assignment to the project. • Monthly calculation for each reporting period. • Periodic staff report with a summary description of the tasks performed and the outputs achieved by the employee in the project reporting period. • Job description providing information on the responsibilities related to the project. • Payslips or other documents of equivalent probative value. • Proof of payment of salaries and employer's contribution.
Part-time with a flexible number of hours worked per month	<p>The number of hours devoted to the project multiplied by the calculated hourly rate.</p> <p>The hourly rate is calculated by dividing the latest documented annual gross employment cost/1,720 hours</p>	<p>YES</p> <p>Timesheet must cover 100% of the employee's actual working time)</p>	<ul style="list-style-type: none"> • Employment/work contract or an appointed decision/contract considered as an employment document (including information on the hours worked monthly). • Job description providing information on the responsibilities related to the project. • Calculation of the monthly gross employment costs based on the hours recorded in the time sheet and the calculated hourly rate. • Document stating the latest documented annual gross employment cost. • Payslips or other documents of equivalent probative value. • Proof of payment of salaries and employer's contribution.

Travel and Accommodation – Real Costs

Eligible expenditures under this cost category are limited to:

- a) Travel costs (such as tickets, travel and car insurance, fuel, car mileage, toll, and parking fees)
- b) The cost of meals
- c) Accommodation costs
- d) Visa costs
- e) Daily allowances

The above list is exhaustive. No additional types of costs can be added to this list.

Any cost element listed in points a) to d) covered by a daily allowance cannot be reimbursed in addition to the daily allowance.

Travel and accommodation costs of external experts and service providers, including speakers, chairpersons and teachers, fall under external expertise and services costs.

Direct payment of expenditures for cost elements listed in points a) to d) by an employee of the beneficiary must be supported by a proof of reimbursement by the beneficiary to that employee.

Travel and Accommodation – Real Costs

The following conditions apply:

- Travel and accommodation costs must be clearly linked to a project's activities and be essential for their effective delivery. The duration of the trip must be clearly consistent with its purpose.
- Costs must be definitely borne by the beneficiary organisation (direct payment by a staff member of the partner organisation must be supported by a proof of reimbursement from the employer).
- The principle of sound financial management must guide the choice of transport and accommodation. In accordance with a result-oriented policy approach, effectiveness must be the leading principle. In the second instance, cost efficiency should be ensured, taking into account the entire cost of the trip (travel cost, staff costs related to the trip, etc.). Specifically:
 - Beneficiaries must always choose the most economical means of transport. Exceptions to this principle must be duly justified in each case.
 - Accommodation costs can be accepted if they are in the middle price range, while higher price ranges must be duly justified in each case.
 - Beneficiaries must respect either their ordinary internal rules for travel and accommodation costs (if any), or respect any maximum ceiling for travel and hotel costs established at the national level, whichever is stricter.

Travel and Accommodation – Real Costs

- In the absence of internal and/or national rules, maximum ceilings for travel and accommodation established by the European Commission and applicable throughout the IPA ADRION programme area shall apply. They shall be considered as maximum ceilings.¹⁰ The amounts exceeding such values shall in this case be considered as not eligible.
- Any expenditure item defined as travel costs, accommodation costs, costs of meals or visa costs that is already covered by a daily allowance cannot be accounted for and reimbursed in addition to the daily allowance, i.e. no double funding is allowed (the reimbursement of daily allowances must be reduced if costs have been partially covered by third parties, e.g. breakfast included in the hotel fee, lunch or dinner paid by the organisers of a meeting/event). Beneficiaries must choose the accounting method (daily allowance or direct costs) that is closest to their ordinary practice and/or internal rules.

Travel and accommodation outside the IPA ADRION programme area (e.g. meetings and events organised by European institutions in Brussels; participation in thematic events, trade shows etc.) must be clearly indicated in the AF, or if they are not explicitly envisaged in the application form but they are clearly linked to the outputs and results of the projects they must be duly justified in the reports and subject to approval by the MA/JS.

Travel and Accommodation – Real Costs

Documents for the audit trail

If real costs are used, the following documents must be provided to the controller for validation and control:

- Authorisation for the trip taken by the travelling employee(s), including information on the destination and the trip's start and end date.
- Proof of expenditures (e.g. invoice of the travel agent, flight or train ticket, boarding pass).
- Reimbursement request from the employee either based on daily allowance or on costs. When claiming on a real cost basis, all necessary documents proving the costs incurred and paid must be provided (e.g. bus or metro tickets, meal receipts).
- Mileage calculation sheet or invoices if an employee or company car is used. This must include a statement of the distance covered, the cost per unit according to national or institutional rules (if applicable) and total cost.
- Other supporting documents (e.g. invitation, agenda).
- Proof of costs paid directly by the beneficiary and/or proof of reimbursement to the employee (e.g. extract from a reliable accounting system of the beneficiary, bank statement).

External Expertise and Services

- a) Studies or surveys (such as evaluations, strategies, concept notes, design plans, handbooks)
- b) Training
- c) Translations
- d) Development, modifications and updates to IT systems and website
- e) Promotion, communications, publicity, promotional items and activities or information linked to an operation or to a programme as such
- f) Financial management
- g) Services related to the organisation and implementation of events or meetings (including rent, catering or interpreting)
- h) Participation in events (such as registration fees)
- i) Legal consultancy and notarial services, technical and financial expertise, other consultancy and accountancy services
- j) Intellectual property rights
- k) Verifications pursuant to point (a) of Article 74(1) of Regulation (EU) 2021/1060 and Article 46(1) of this Regulation
- l) Omitted¹¹
- m) Omitted¹²
- n) The provision of guarantees by a bank or other financial institution where required by Union or national law or in a programming document adopted by the Monitoring Committee
- o) Travel and accommodation for external experts, speakers, chairpersons of meetings and service providers
- p) Other specific expertise and services needed for operations

External Expertise and Services

As a general principle, external expertise and services must be duly specified in the full AF by describing at least the nature and quantity of the expertise/service, the link to the relevant deliverable or output as listed in the work plan and the related budget of the PP concerned.

Costs referring to project-related tasks subcontracted by the beneficiary to in-house bodies are eligible under the external expertise and service cost category if the following conditions are met:

- Costs incurred by the in-house body are charged on a real cost basis without any profit margin;.
- The subcontracting of project-related tasks to the in-house body complies with national and institutional public procurement provisions in force.

This cost category covers costs paid by beneficiaries to external experts and service providers on the basis of contracts or written agreements and against invoices or requests for reimbursement.

Subcontracting between beneficiaries inside the same project partnership is not allowed.

Beneficiaries can only subcontract tasks or activities to external experts and service providers that are essential for the implementation of the project.

When awarding external expertise and service contracts, all Interreg partners must ensure that EU and national rules on public procurement are respected, in accordance with the amount of the contract. All contracts must comply with the basic principles of transparency, non-discrimination and equal treatment as defined in the EC Treaty and the Commission Interpretative Communication on the Community law applicable to contract awards below the EU thresholds.

Beneficiaries must respect current relevant public procurement rules.

Furthermore, whenever public bodies or bodies governed by public law have defined internal rules for the purchase of goods and services below the minimum thresholds set by national laws, such internal rules must be respected.

External Expertise and Services

The following documents must be provided to the controller:

- Documentary evidence of the competitive procedure carried out must be submitted to national controllers, including evidence of the comparative evaluation of offers and evaluation criteria applied for awarding the contract.
- Contract or written agreements laying down the services to be provided with a clear reference to the project and the programme. Contracts or written agreements and any related change(s) must be compliant with the hierarchy of rules foreseen by the programme and applicable in each Partner State and must be documented. For experts paid on the basis of a daily/hourly fee, the daily/hourly rate together with the number of days/hours contracted and the total amount of the contract or gross brutto amount must be provided.
- Invoice or request for payment providing all relevant information in accordance with the applicable accounting rules as well as references to the project and the programme and a detailed description of the services provided in accordance with the provisions of the contract. For experts paid on the basis of a daily/hourly fee, the invoice must include a clear quantification of the days/hours charged, price per unit and total price.
- Deliverables produced (e.g. studies, promotional materials) or, where applicable, documentation of the delivery (e.g. in the case of events: agenda, list of participants, photo-documentation, etc.).
- Proof of payment (e.g. extract from a reliable accounting system of the beneficiary, bank statement).

Equipment

This category covers costs related to equipment essential for the implementation of the project.

Costs for equipment are only eligible if envisaged in the approved AF. During project implementation, the purchase of any equipment not explicitly mentioned in the AF must be subject to approval by the MA/JS.

Eligible cost items under this cost category are:

1. Office equipment
2. IT hardware and software
3. Furniture and fittings
4. Laboratory equipment
5. Machines and instruments
6. Tools or devices
7. Vehicles
8. Other specific equipment needed for the project

Equipment cannot be purchased, rented or leased from another project partner.

Equipment

Costs for the purchase of second-hand equipment may be eligible subject to the following conditions:

- a) No other assistance has been received for it from the Interreg funds or from the funds listed in point (a) of Article 1(1) of Regulation (EU) 2021/1060.
- b) Its price does not exceed the generally accepted price in the market in question. And
- c) It has the technical characteristics necessary for the operation and complies with applicable norms and standards.

As a general principle the full cost of the equipment will be eligible. For equipment rented or leased for certain periods during the project's lifetime, rental or leasing costs for the respective period are eligible.

In the case of equipment that was purchased before the project's start and not fully depreciated before and used for the project, only the depreciation for the relevant project period is eligible.

Equipment

Please consider that:

- Costs of office equipment already owned by the beneficiary organisation and used to carry out project activities are not eligible under this cost category, as such costs are already covered under the office and administration cost category.
- Consumables related to the office equipment used to carry out the project staff's daily work (e.g. paper, toners etc.), including the use of mobile phones and other devices purchased as part of a subscription contract for communication services, cannot be included under this cost category and must be covered under the Office and administrative expenditures cost category.
- The existence of office equipment and its clear identification can be verified in the framework of on-the-spot verifications of projects performed by controllers. If the equipment items are not checked on-the-spot, controllers must verify their existence by other means (e.g. photo documentation).

Equipment

Documents for the audit trail

- Evidence of the selection procedure compliant with EU, national or programme procurement rules, depending on the amount contracted, including documentary evidence of the competitive procedure carried out including evidence of comparative evaluation of offers and evaluation criteria applied for awarding the contract.
- If the purchase of equipment also includes the provision of support for the purchased good, the daily/hourly rate together with the number of days/hours contracted and the total amount of the contract must be provided. Any changes to the contract must comply with the applicable procurement rules and must be documented.
- Proof of payment (e.g. extract from a reliable accounting system of the beneficiary, bank statement).



UF 5 - Il ciclo di vita di un Progetto



UF 5 – Management Tool



UF 5 – Gestione Finanziaria e Rendicontazione



UF 5 – Controlli



UF 6 – Regolamenti e Guide



UF 6 – Toolkit

Type of document	Specifications
Subsidy contract	<ul style="list-style-type: none"> All versions Latest updated AF annexed to the subsidy
Partnership agreement	<ul style="list-style-type: none"> All versions
Reporting forms	<ul style="list-style-type: none"> All submitted documentation
PP reporting forms (if any)	<ul style="list-style-type: none"> All accepted documentation
Control reports	<ul style="list-style-type: none"> All certificates and reports
For each expenditure (real cost option)	<ul style="list-style-type: none"> Information on the selection process - procurement procedure Contracts Received invoices Proof of payment (bank statement or any other equivalent document with probative value extracted from a reliable accounting system) Documentation submitted to and issued by the controller
Further supporting documents related to cost category (real cost option)	<ul style="list-style-type: none"> Time sheets (if applicable) All required documentation Reports
Outputs and deliverables produced	<ul style="list-style-type: none"> Adequate and relevant related documentation produced during the project lifetime Copy of deliverables produced (e.g. gadgets, posters, etc.)
Transfer of funds to PPs (for the LP only)	<ul style="list-style-type: none"> Registration of transfers
Output and result indicators	<ul style="list-style-type: none"> Documentation attesting to the quantification of the related output and result indicators

Audit Trail

FIRST LEVEL CONTROL REPORT

OFFLINE VERSION

1. Project and progress report	
Project title	Filled-in once from AF (automatic in electronic systems)
Project acronym	Filled-in once from AF (automatic in electronic systems)
Project number	Filled-in once from AF (automatic in electronic systems)
Approved implementation period	(DD.MM.YYYY - DD.MM.YYYY); Pre-filled and updated if changed
Name of Lead Partner (if different from controlled entity)	Pre-filled from most recent AF (automatic in electronic systems)
Reporting period	(DD.MM.YYYY - DD.MM.YYYY) (automatic in electronic systems)
Report Number	Pre-filled (automatic in electronic systems)
Report dated by project partner (date of signature)	DD.MM.YYYY (automatic in electronic systems)
Type of project report	<input type="checkbox"/> Progress report <input type="checkbox"/> Final report
2. Project partner	
Name of controlled project partner	Pre-filled from most recent AF (automatic in electronic systems)
Partner role in the project (Lead partner, Project partner, Assimilated partner)	Pre-filled from most recent AF (automatic in electronic systems)



UF 5 - Il ciclo di vita di un Progetto



UF 5 – Management Tool



UF 5 – Gestione Finanziaria e Rendicontazione



UF 5 – Controlli



UF 6 – Regolamenti e Guide

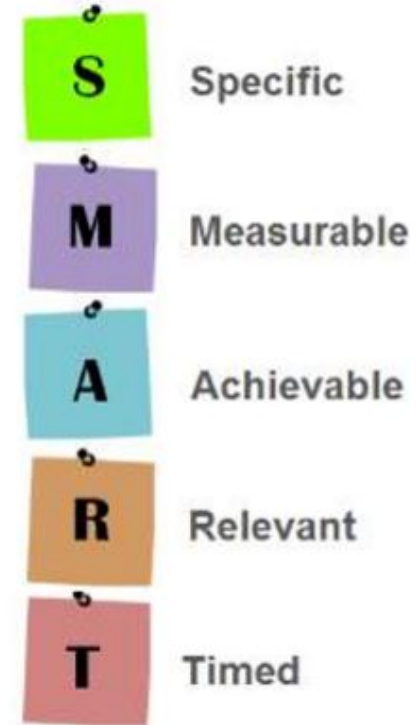


UF 6 – Toolkit

Communication - TIPS



Communication Objectives



Communication Checklist

Define a Strategy

Appoint a Communication Manager

Involve all Partners



All Partners have to appoint
a CM

Use existing communication channels



Respect the requirements



Do not wait for the last month



Branding and visibility requirements



Poster



Project website



Partners' website
or social media

Logo + INTERREG STATEMENT

Be careful! Financial consequences of up to 2%
ERDF possible

Project LOGO & Statement of INTERREG support

Project logos is based on the Interreg Programme logo. The programme provided us with a logo [respecting all requirements set out in the EU regulations 2021/1059 and 2021/1060.](#)

The project logo must be featured on all presentations, print material, promotional material or any other communication activity that the project carries out (cf. SC article 7).

If other logos are displayed in addition to the project logo, the European Union emblem (i.e. the flag in the Interreg logo) shall have at least the same size, measured in height or width, as the biggest of the other logos. **Please consult the JS in case of doubt about using the logo.**



HACK-IT-NET





UF 5 - Il ciclo di vita di un Progetto



UF 5 – Management Tool



UF 5 – Gestione Finanziaria e Rendicontazione



UF 5 – Controlli



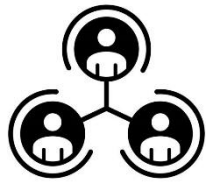
UF 6 – Regolamenti e Guide



UF 6 – Toolkit

TARGET GROUP

In qualsiasi progetto, è fondamentale identificare i vari gruppi coinvolti e capire come comunicare con loro in modo efficace. È fondamentale spiegare la differenza tra gruppi di stakeholder e gruppi target, evidenziando l'importanza di strategie di comunicazione personalizzate per un coinvolgimento di successo.



Che cos'è un gruppo di stakeholder?

Tutti gli attori coinvolti nel progetto, compresi quelli influenzati positivamente e negativamente dalle sue attività e dai suoi risultati.



Cos'è un gruppo target?

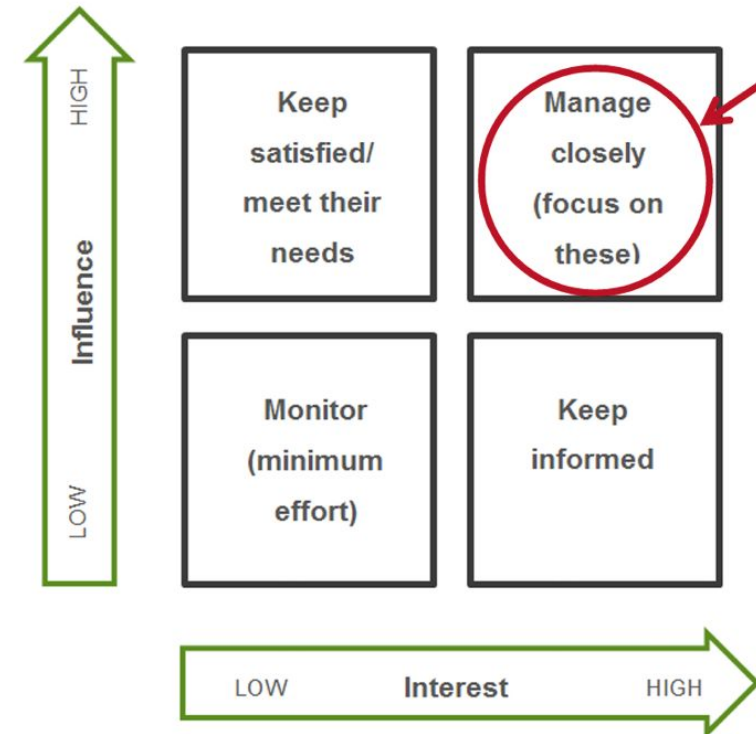
Uno specifico sottoinsieme di stakeholder su cui si concentrano i nostri sforzi di comunicazione. Ogni gruppo target ha esigenze uniche e richiede approcci personalizzati per coinvolgere e comunicare efficacemente con loro.

TOOL : STAKEHOLDER MAP

La **mappa degli stakeholder** è uno strumento visivo utilizzato per valutare e classificare gli stakeholder in base al loro livello di **influenza** e **interesse** nel progetto.

L'influenza si riferisce al potere che uno stakeholder ha sulle decisioni e sui risultati del progetto, che può variare da minimo a significativo, a seconda del suo ruolo o della sua posizione nel quadro del progetto.

L'interesse, invece, misura il grado in cui uno stakeholder è interessato o investito nel successo del progetto e nei suoi risultati.



Stakeholder List

STAKEHOLDER LIST															
STAKEHOLDER															
OVERVIEW									CONTACT			CONTACT PERSON			
ID	PP	STAKEHOLDER	STAKEHOLDER TYPE	INFLUENCE/INTEREST MATRIX POSITION	COMMUNICATION APPROACH	COMMUNICATION VEHICLES	CONTACT FREQUENCY	ADDITIONAL NOTES	ADDRESS	EMAIL	PHONE	NAME	ROLE	EMAIL	PHONE
1															
2															
3															
4															
5															
6															
7															
8															
9															
10															
11															
12															
13															
14															
15															

Messaggi per i «Target Group»

Target Group	PP	Should Think (Desired Future Perception)	Approaches
Local Public Authority	P1		
	P2		
	P3		
	P4		
	P5		
	P6		
	P7		
	P8		
	P9		
Regional Public Authority	P1		
	P2		
	P3		
	P4		
	P5		
	P6		
	P7		
	P8		
	P9		